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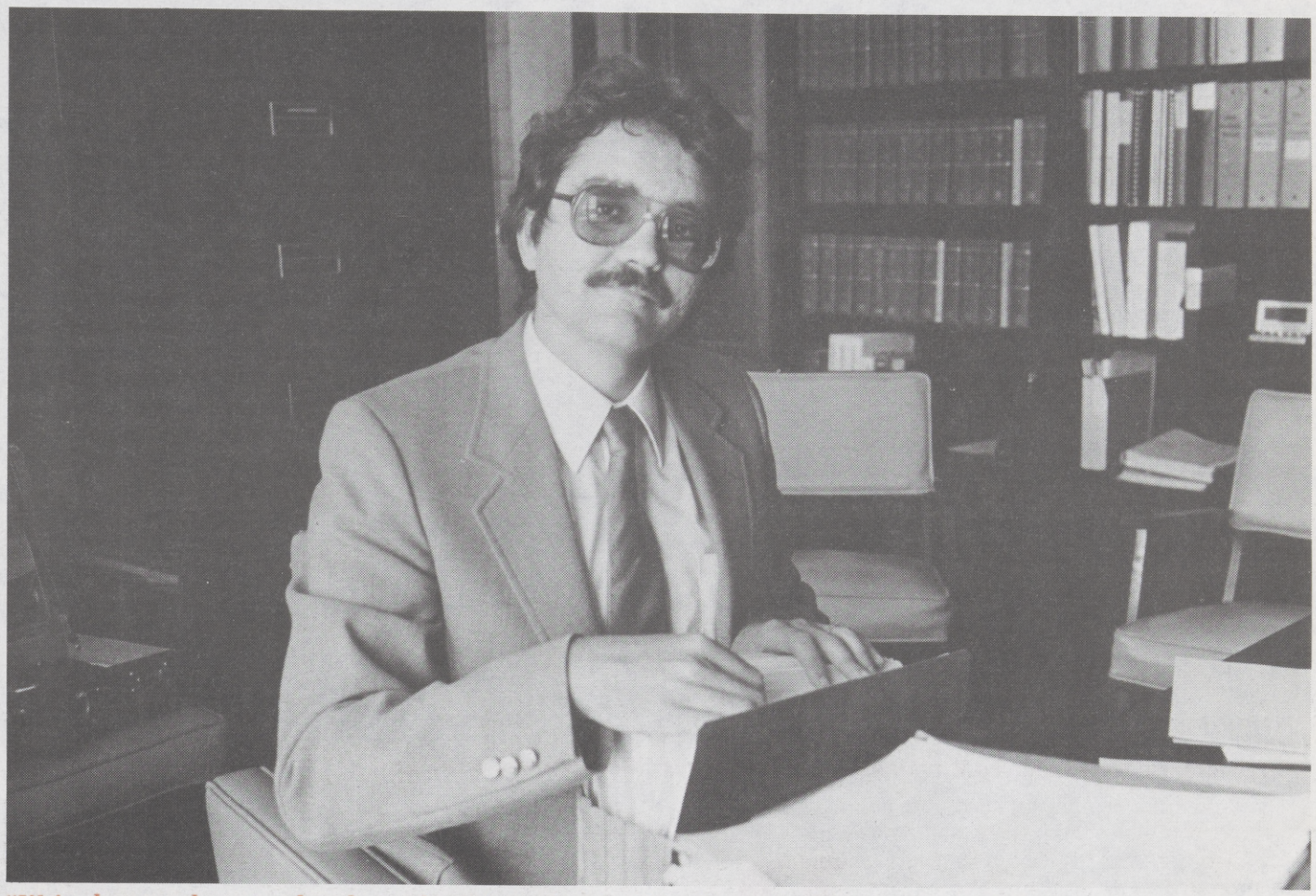
Campus Welcomes New Affirmative Action Director



"We're here to do not only what is legal but what is ethically correct," says Randy Lopez.

Randy Lopez's compassion for the underdog and disadvantaged led him into a career where he could be on their side. He has counseled the unemployed, served as an equal opportunity specialist and developed affirmative action plans. And a chance to extend that career in California — a leader among states, he feels, in dealing with human rights and other issues — has lured the 33-year-old Louisiana native west.

Lopez arrived here in July as the new director of the campus' Affirmative Action Program. He will assist administrators to establish and meet affirmative action goals and objectives, keep the campus up to date on new developments in affirmative action and equal opportunity employment, investigate complaints and act as a liaison with compliance agencies and other organizations and groups.

His role will be mainly as an advisor and eventually, he says, "a sounding board for the University on affirmative action issues." Affirmative action administration, Lopez says, is more than a game of numbers, policies and regulations. "We're here to do not only what is legal but what is ethically correct."

Lopez comes to UCSF from Louisiana State University in Baton Rouge, where he climbed the administrative ladder to become director of employee relations and equal employment opportunity. Lopez, whose European ancestry is a "mixed bag" — including Spanish, French and Dutch — was born, raised and educated in Louisiana. After graduating from LSU with a BA in English literature in 1975, he took a job as an unemployment counselor with the Louisiana Department of Employment Security, and it was that experience that raised his consciousness.

"I worked a lot with low-income and disadvantaged people, and I developed an empathy for them," says Lopez. He also found that a variety of people — capable and talented — were excluded from a "system too often designed for only the 'average' person."

In 1976 he became an equal opportunity specialist for the Bureau of Civil Rights of the Louisiana Department of Health and Human Resources, which employed more than 25,000 persons. There, he resolved discrimination complaints, assisted agencies in affirmative action and made sure that departments and subcontractors complied with regulations. His mentor was a black man, A.Z. Young, who headed the Bureau and has a long history as a civil rights activist in Louisiana. Young, says Lopez, inspired him to remain in a field aimed at correcting injustices of the past.

Two years later, Lopez moved to LSU and soon became director of the university's Equal Opportunity Program, whose activities included monitoring recruitment and hiring. He later added assistant director of personnel services to his title, and in 1985 he was promoted to director of employee relations. Lopez was responsible for all areas of employment, training and labor relations for faculty and staff.

Why does one leave a secure and influentual post and uproot his family for a new job in a faraway city? In Louisiana, he "was a bigger fish in a smaller pond," but he is not afraid to test new waters. "California is a tremendous difference," he says. "But this is a challenge and a career opportunity. This university has an international reputation."

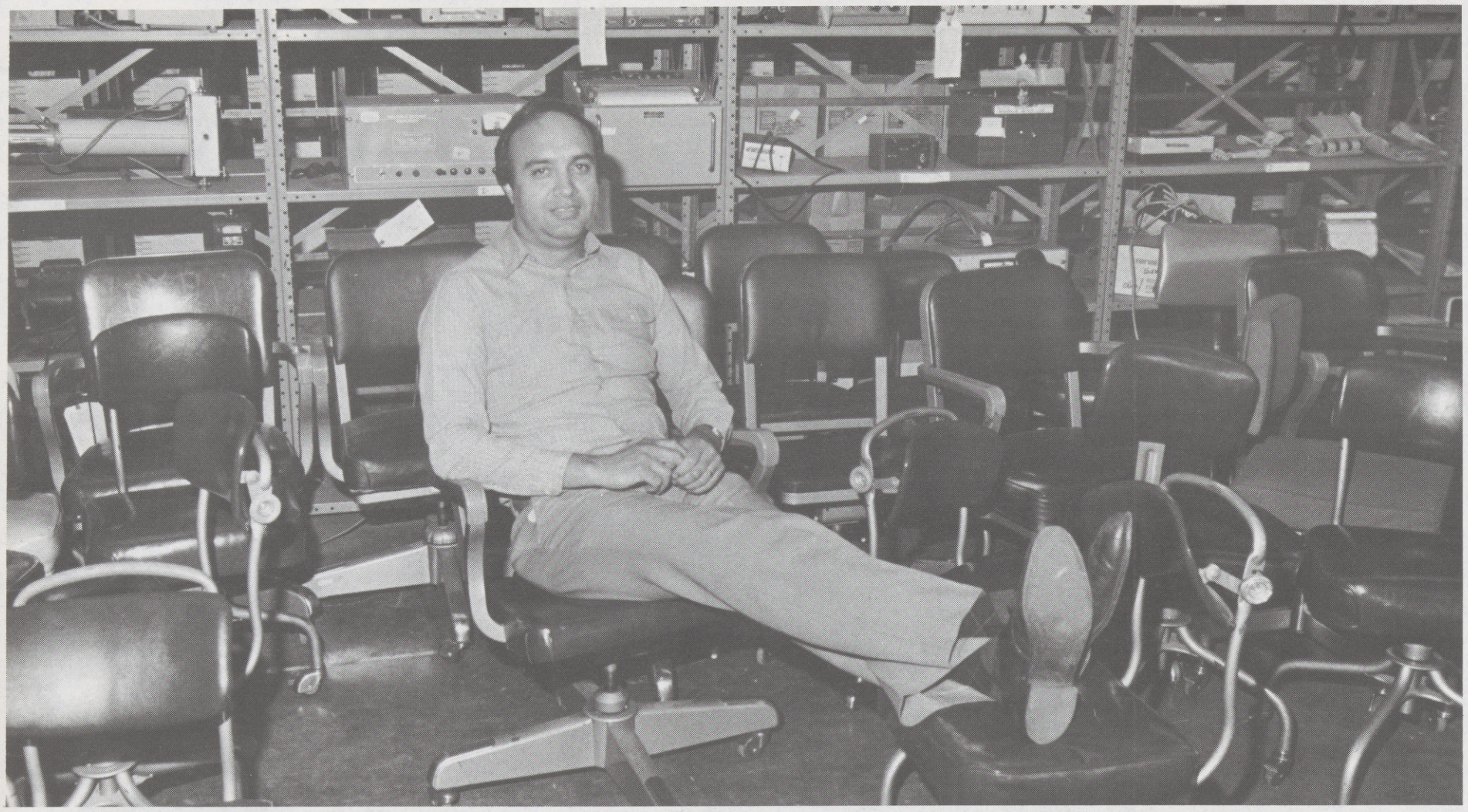
It was largely, however, the campus' attitude toward affirmative action that drew him here. "Some places might do away with affirmative action if they could," he says. "Here, there is an honest, bona fide commitment to strengthen affirmative action. I got that feeling after talking to the Chancellor and many others. That made me very comfortable about coming here."

Also, from the South he has observed California's approach to what he called human rights issues. "California, Michigan, Wisconsin and New York were always among the leaders in affirmative action," he says. "They're on the cutting edge in dealing with issues such as comparable worth and gay rights." Others, including Louisiana, have relatively few state laws protecting individuals, he says.

"California, particularly San Francisco, has a reputation for its ability to accept a variety of people and incorporate them in the system. I find that refreshing," says Lopez. He also expects a different political mood. "I'm a liberal. But a liberal in Louisiana might be considered only a moderate here."

Jobs like Lopez's have not been that secure around the country in recent years. After gains in the 1960s and early '70s, many feel that a conservative climate resulted in retreats in affirmative action programs the last several years. A recent Supreme Court ruling upholding hiring programs for minorities, however, has

(Continued on page 12)



Stores supervisor Francisco Ruvalcaba in the Materiel Management warehouse.

Extra, Extra– Desks, Chairs and Planters

Bargains come in all shapes and sizes and at rock-bottom prices at the weekly Oyster Point surplus sale. Held every Thursday from 1 to 3:45 pm at the UCSF Materiel Management warehouse, the sale is open to employees as well as the general public and dealers.

How about a 40-year-old Royal manual typewriter in good condition for just $10? Or a five-year-old Radio Shack personal computer for $75? Or two fiberglass planter boxes, six feet in diameter with benches around the perimeter—originally valued at more than $5,000—for only $125?

This is a sampling of items up for grabs recently along with a wide assortment of office chairs, desks, conference tables, filing cabinets, office machines and outdated scientific, medical and dental equipment.

Two of the six-foot planter boxes, formerly located in the Irving Street elevator lobby on campus, were sold to Teddi Johnson, management services officer in the Department of Dermatology. She learned about them from the flyer circulated to advertise surplus sales. "They were listed at $300, but there were no takers and I got them both for $125."

Now one of the handsome castoffs is installed in her garden, filled with bird-of-paradise plants and seasonal flowers. Because one of the very large boxes was adequate, she gave the second one to a neighbor.

Johnson thinks the surplus sales are a great fringe benefit. "A few years ago I bought a solid oak desk for $75 and refinished it myself. It's beautiful and worth a lot more now."

Another pair of planter boxes, barrel-shaped, three feet across and four feet deep, went to Elmer Butler, an engineer in the neurology department, who spotted them when he was at Oyster Point on other business. "I belong to a duck hunting club near Cordelia and thought they'd do very well as duck blinds. They did."

Neither the manual typewriter nor the Radio Shack computer attracted much interest, according to Francisco Ruvalcaba, senior stores supervisor. "Most outdated office equipment, like older typewriters, early model computers, and manual adding machines are hard to unload at any price," he said. "Even most of the newer IBM Selectric typewriters, which we sell at 50 percent below wholesale, need some repairs, and everything we sell goes 'as is' with all sales final."

The office furniture is very reasonably priced with chairs at $5 and up and desks from $15 to $75, for example. But sometimes Materiel Management finds itself with large quantities of unwanted furniture. "We had 80 one-armed classroom desks when school furniture was a glut on the market. We had trouble even donating them to charities, but finally we persuaded St. Vincent DePaul Society to take them away."

And sadly, all but 2 of the 120 beautiful oak chairs removed when Toland Hall was remodeled several years ago were hauled to the dump after unsuccessful efforts to sell them. In response to an advertisement offering them to UCSF graduates who might like them as memorabilia, one retired physician bought two of them at $3 each.

The Materiel Management warehouse covers an area of almost three acres and is about as high as an airplane hangar. About one-third of this vast space is used for surplus items, for storage space by campus departments, and for very large, newly purchased equipment awaiting delivery to the departments. Also, stacked on tiers of shelves in this warehouse are some cartons of medical, scientific and administrative records, both active and inactive, that are sent to the warehouse for safekeeping. Keeping track of and retrieving these records is a monumental task in itself, capably handled by Ruvalcaba and his staff.

University policy requires that surplus articles, no matter how worn or obsolete, must be disposed of by Materiel Management only. "We keep them as long as we have the space," says Rubalcava. "Junk dealers are our best customers at the weekly sale. Dealers in used laboratory equipment, like centrifuges, incubators and spectrophotometers buy them to recondition or to strip for their parts."

The newer, more expensive pieces of laboratory equipment and sophisticated computers are put out for bid. Also, San Francisco State University purchases a lot of older equipment for its science departments. When all else fails, unwanted items are dumped into the big metal debris box and sold for scrap.

In addition to the weekly surplus sale, Materiel Management arranges for the sale of surplus items from one campus department to another.

One of the most unusual requests he has received, says Ruvalcaba, was to take on and store a suspended acoustical tile ceiling which was being removed during remodeling at UCSF-Laurel Heights.

"Since there was no way we could handle a 60,000 square foot ceiling, the contractors had to dispose of it themselves."

Claire Leeds Wray

PEOPLE

Muscling Up

Charles Atlas, move over. Body building may have been strictly he-man country once, but that was before people like Sue Waite caught on.

Many women today work out two or three hours a week at fitness centers, but Waite pumps iron for real. "I'm into bulk," says the Millberry Union secretary and weight-training instructor, who will compete in body-building meets.

That is just the beginning for Waite, who is now training for next spring's statewide contest. She hopes to qualify eventually for national competition. Contenders are rated on muscular development and symmetry, but style and grace count too, Waite says. "We're up there to be women, not men."

Besides several hours of daily workout, Waite makes time for regular runs, bike rides and racquetball games with her husband, Steve, a student in the School of Pharmacy. "The main thing," she says, "is to really listen to your body and take a day off when you're fatigued."

Keeping her self-confidence in shape is part of the routine. "Body building is known for being very self-centered," she says. "You always focus on your strong points. But if you're really going to get up there in a string bikini, you've got to feel good about yourself."

It's a feeling that's fairly new for Waite, who went into the sport because "I didn't like the way I looked. I was always stocky when 'thin was in.'"

Today, some three years later, the 5'3" Waite sits in the MU lounge, looking trim, fit and decidedly unburly. Then she makes a slight, involuntary movement, and both upper arms visibly ripple. But Sue Waite doesn't seem to notice, even as she smiles suddenly and says, "I wouldn't be doing all this if I didn't think I could win."

Frances James always is ready to jot down a thought.

Sail On

Steve Rebscher stood at the wheel of the 62-foot ketch, *Imagination*, and worked to weather. A few passengers hunched into their parkas, unaccustomed as they were to brisk bay air, but Rebscher faced into the 20-knot winds with zeal. Conditions were perfect, he said, and he couldn't wish for better this coming Labor Day weekend.

That's when Rebscher—now on leave from the Department of Otolaryngology, where he has been a specialist and coordinator of the cochlear implant project—his wife Barbara, and Barbara's brother, Steve Nelson, head out for a several-year world voyage. The first leg of the trip will be three weeks of open sea between here and Hawaii, but the Rebschers and Nelson are ready.

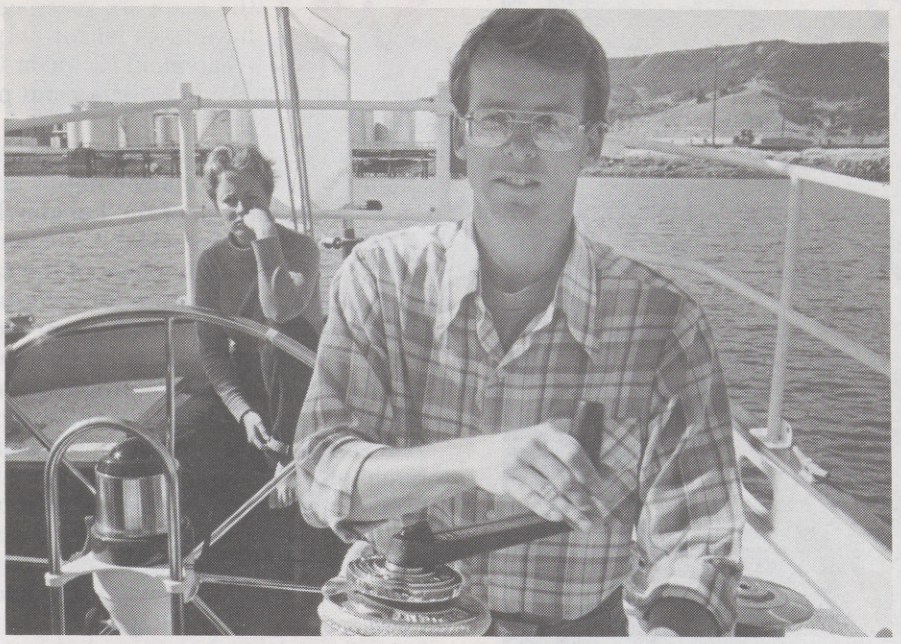
They're well stocked on Band-Aids, pills, spare parts and canned goods. And, they know, after two years of creative trial and error, which fresh foods are realistic for long crossings. They'll grow bean sprouts in the galley, teriyaki the beef into jerky, and store fresh-caught fish in lemon and lime juice. Also flip the eggs every few days. This way, Barbara explains, a shell stays moist at both ends and keeps the egg from spoiling.

Once they reach Hawaii, they'll stay several months. In fact, over the years, they'll spend only about 20 percent of their time at sea, according to Rebscher. Other days, they'll probe coastlines, hop the island chains, and live at anchor, getting to know local people and the habitats. "On a boat you're closer to nature, because you're in it," Rebscher says. "You see different birds season to season and feel the weather day to day. If it rains, it rains on you."

Investigating the marine life will be a main pursuit for Rebscher, a former diving and outdoor education instructor. The long-range itinerary is flexible. At present, he plans long stays in the Marquesas, New Zealand during a down-under spring, the Red Sea—"some of the best scuba diving in the world"—the coastal villages of Britain, Norway's fjords and more.

The Rebschers and Nelson, who have been running day and weekend charters aboard the *Imagination*, will take the operation with them. But friends and visitors can't expect to be guided from place to place, Rebscher warns. "Since everything will be new to us, they'll be participating in the adventure."

Contact with the Rebschers can be made through Barbara's sister, Lisa Seward, who will also distribute their newsletter. (817 Oswego Drive, San Jose, CA 95122. 408-286-2718.)



Steve and Barbara Rebscher aboard *Imagination.*

Sue Waite pumps iron several hours a day.

Published Poet

Ten or twelve lines of verse can look like easy writing, but a final, published poem comes out of long, word-by-word work, according to prize-winning poet Frances James. "The creative flow? It's no flow at all," she says. "I prime everything I write for all it's worth."

James, who has been writing poetry "just for me" most of her life, entered a 13-line poem in a nationwide contest last year. It was a first submission for James, who won a fourth prize of $200.

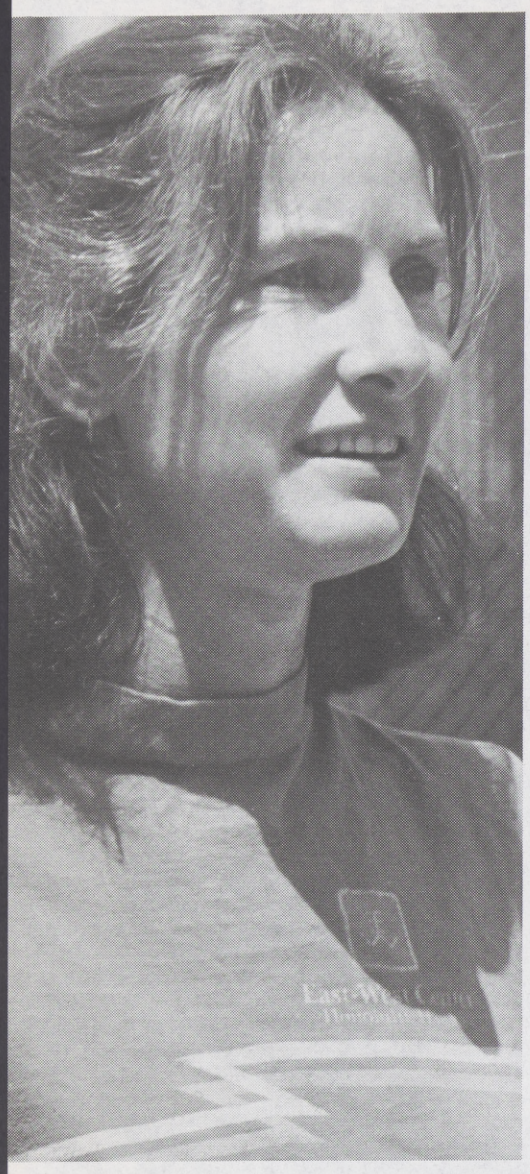
"People who see a lot of poetry liked *mine*!" she says, a tinge of the initial disbelief still in her voice. She sent out other pieces, and has since received another prize—a first, this time—and several honorable mentions.

James, who publishes under her maiden name of Schroeder, writes for several hours at home most evenings after a full day on campus, where she is an administrative assistant with the Department of Neurosurgery. Usually it takes her several months to finish one or two poems. A single word can monopolize whole sessions. "Sometimes I never do get it right," she says. "I have to change the entire thought."

But an exact word, sharp phrase or sudden new theme doesn't necessarily wait, and James now carries a notebook everywhere for ready entries during crowded moments on campus, at the supermarket or in line for the Marin commute bus. "I got tired of writing on paper napkins and the backs of flyers," she says, "and if I don't put the phrase down exactly the way it comes, I'll lose it."

James, who is being urged on by friends, coworkers and her three grown children, plans to keep submitting. The days of writing "just for me" are over. "I'm just starting to put things in motion," she says.

Michele Liapes



Clinic Helps You Kick the Habit

When Linda Holland wanted to kick the habit six years ago, she didn't have to go far for help. The Habit Abatement Clinic at UCSF taught her enough to make her dislike and permanently quit cigarettes.

Holland, an administrative assistant in medical anthropology, is one of many campus employees who have taken advantage of the Langley Porter program. About 10 percent of the Habit Abatement Clinic's participants have been members of the campus community. One attractive feature for campus staff is the proximity. Another is the cost—or lack of it—since the clinic's research is funded by a federal grant. Also, participating in the program means receiving state-of-the art treatment for smoking cessation.

Are you a would-be quitter, but can't stand the thought of the weight you gain every time you try to quit? So many smokers share the same complaint that the clinic—which researches the best kinds of treatment for smoking cessation—is gearing up for a new study on weight-gain prevention. And right now they're looking for participants.

When the clinic does a study, treatment programs are conducted for eligible participants. For about eight years they've been conducting these studies, each time strengthening their basic program of treatment with the methods they have found to be most successful. The forthcoming sessions, for example, will be a combination of tried and true methods for smoking cessation along with weight-prevention components added for evaluation.

"We expect each of our treatment programs to be at least as successful as those we've offered in the past," says Sharon Hall, PhD, clinic director. "And we're always trying to build on what we've got."

Over the years, approximately 750 people have participated in the programs, and an average of 40 percent had not resumed the habit after a year. That's compared with about a 15-20 percent average for other smoking abatement programs.

Currently, each treatment program consists of six weeks of group sessions, with follow-ups at three months, six months and one year. "At first, it's very intense," says Chrystal Tunstall, therapist and clinic coordinator. "We start out meeting four times a week, concentrating at first on a stop-smoking technique called aversive smoking. The participants are asked to abstain from smoking outside the sessions, then engage in very intense smoking—to the point of displeasure—during the sessions."

The aversion is compounded by the therapist drawing attention to the negative aspects, physiologically and otherwise, during this intense smoking session. This technique helps participants develop a distaste for their cigarettes.

"It's very effective therapy," says Hall of aversive smoking. "So much so that we've consistently kept it as a part of the basic treatment program."

After the series of aversive smoking sessions, there are less frequent meetings and the treatment begins to focus on maintaining nonsmoking. The program uses behavior modification, "relapse prevention" skills and general group support.

Linda Holland, who went through the program in 1980 (and hasn't smoked since), still vividly remembers the aversive therapy. "It *was* effective. Of the six of us in our group, most had smoked for years. But the aversive smoking was still very sickening. They videotaped us as we sat and smoked one cigarette after another, so you can imagine what a disgusting sight that was."

Holland says a big reason why the program worked so successfully for her was her commitment. "I wanted to get pregnant, but not before I stopped smoking. I also felt a sort of responsibility toward the group. We got to know one another pretty well during that time. We shared what was helpful, and more or less nursed one another along."

Frank McKeon, a postdoctoral fellow in biochemistry and biophysics, is a more recent graduate of the clinic—he just completed his one-year followup without any relapses. He smoked for 10 years, with interim bouts of abstinence, before he made the final commitment and entered into a treatment program.

"There are plenty of programs around," he says, "but this one was convenient. It was right here at Langley Porter and our sessions met at noon."

To his surprise, the experience turned out to be enjoyable. "My image of treatment programs certainly wasn't that it would be a good time. But it turned out to be fun. Our group had some really interesting people—there was a writer, a filmmaker—actually quite a mix. I think we all looked forward to getting together. I don't know whether I lucked out with my group or not, but it made the whole experience of quitting a lot more positive."

He did end up gaining 10 or 15 pounds in the course of the year, however—which puts him into that big category of quitters who are at high risk for weight gain. Recent nonsmokers like McKeon could benefit from the new Habit Abatement Clinic Program, which has established criteria for identifying smokers in this category and is developing strategies for weight-gain prevention.

The clinic is now screening for participants. For more information, call ext. 6-7453.

Dawn Finch

Above, Linda Holland, who now runs regularly, was able to quit smoking after the Habit Abatement Clinic program. Right, therapist Chrystal Tunstall shows director Sharon Hall device that measures carbon monoxide in bag of exhaled air.

CPR Training for Staff

About 2,000 people a year—mostly nurses and doctors getting recertified in cardiopulmonary resuscitation—train at the campus CPR Center. In recent months, however, a number of nonmedical people have been showing up among the ranks—the entire Educational Media Resources (EMR) Department, for example.

The EMR provides backup for classes and events, and for someone who routinely works with technical equipment and large numbers of people, CPR training is certainly valuable.

But EMR director Peter Ng thinks it's essential no matter what kind of workday you typically have. It was Ng's idea to urge all 40 members of his staff to take the training. Everyone, he says, should know CPR. "An accident can happen anywhere, anytime—at work, at home. It doesn't hurt to be prepared. The way I look at it, sponsoring the CPR training for our employees was a small investment for such an important skill."

CPR Center Coordinator Gary Barton agrees. "The human brain starts to die in about four to six minutes after a person stops breathing. The average length of time for an ambulance to arrive in an urban area is about 15 to 20 minutes. If someone stops breathing—it could be from a heart attack, stroke, choking, drowning or any type of respiratory emergency—that person could be brain-dead before help arrives," says Barton.

"The purpose of CPR training is to be able to supply the brain with enough oxygen to keep it alive until medical help arrives. Then it's up to the medical team whether they can save the life or not. But if you know CPR, then you give the victim that chance.

"We're talking seconds in terms of reaction time, so if you have an accident, let's hope the person next to you knows CPR."

"Basic CPR isn't a cure," says Center Medical Director Michael Cahalan, assistant professor of anesthesiology. "But without it, chances are that the rescue therapy, no matter how sophisticated, will be worthless."

Technical illustrator Carolyn Deevy is an EMR employee who learned CPR for the first time. "It was something I always felt I should do," she says. "But until the department required us to take the training, I never got around to it. I guess I always thought I'd have to take a week-long course to get certified."

She says the three-hour course in basic CPR was very strenuous, "but when we walked out of there afterward, I knew I wouldn't hesitate a moment if someone needed help."

For EMR, the CPR Center set up special sessions to accommodate all the employees. Although some had prior CPR training, all staff went through the basic course—a combination of reading, demonstrations, hands-on practice with a mannequin in mouth-to-mouth resuscitation and external compression, and then a demonstration of skills in order to earn certification. The same course is offered in monthly "Save-A-Heart" classes, open to all campus employees.

CPR coordinator Gary Barton demonstrates technique to Hae Ok Lee, a graduate nursing student.

Beginning this fall, the Center will offer another class of special interest to nonmedical employees: a 90-minute course in first aid called "First Responder." "Once we get that going," says Barton, "the ideal sequence would be to take the "First Responder" class followed by the "Save-A-Heart" CPR training. The combination would provide all the basics of how to respond to an emergency."

Also in the fall, a CPR course will be offered to cardiac patients and their families, and a special class for parents on the resuscitation of young children will be introduced.

The CPR Center's recent push to consider nonmedical employees in its curriculum has a lot to do with its new headquarters. Two years ago, when the Center got its start, it offered classes out of a temporary facility in Moffitt Hospital. In March 1985, it moved to the current location—a large versatile space on the second floor of the School of Nursing.

Recently, other nonmedical employees and departments, including staff of the Chancellor's Office, have taken the CPR course there.

"In the beginning, our emphasis was to centralize all the existing CPR training," says Barton. "Now that we have the recertification program well established, it's a good time to expand our scope. We hope to provide more programs like the one for EMR."

Dawn Finch

Exercise Class for Patients

It's Wednesday afternoon in the 10-Long solarium. Two patients in wheelchairs and another sitting in a chair are doing shoulder lifts and head rolls to music from the *Nutcracker*. Cardiology unit assistant head nurse Mary Schreiber is leading the group, and clinical nurse Cindy Reno is standing on the sidelines, urging on the participants.

Welcome to the cardiac rehabilitation exercise class. The brainchild of Reno, it's the newest component of a five-part rehabilitation program offered to hospitalized cardiac patients.

"When we started the program it was strictly informational," says Reno. "We offered daily classes in various aspects of heart health—anatomy and physiology, medication, proper diet, life-styles. What seemed to be missing was an activity segment."

She brought up the idea to staff on the unit; they liked it and she called other hospitals to see what kinds of programs they offered.

Clinical nurse Cindy Reno leads the cardiac rehabilitation class.

While outpatient, exercise-based cardiac rehabilitation programs were prevalent, she found, an inpatient activity program was a rather novel idea. "I guess most people consider the hospitalized patient too sick for any form of group exercise," she says.

"Our thinking was that low-level exercise could be appropriate for many patients. Unless they are very ill or undergoing testing that requires bed rest, most patients can benefit from the activity. Also, it would reinforce what they had learned in the other classes, and plant the seed for an ongoing program of exercise once they left the hospital."

Gathering input from the physical therapy department and others, and drawing from her own experience as a weight lifter and aerobics enthusiast, Reno designed a regimen of simple stretches and slow, easy movements. The first class was offered in March.

"At the beginning it was just myself and another nurse, Celia Riskin, leading the class," she says. "But now we've opened it up to the whole staff and have lots of different people teaching. It's once a week on Wednesday afternoons, so whoever is teaching on a particular day usually goes around in the morning and recruits participants."

Patients are often skeptical at first, she says. But once there, they join in, and they're glad they came. A big part of it is the camaraderie. They are with other cardiology patients, enjoy some mutual activity and get a morale lift to boot, says Reno. And it's a nice break from the television set.

"I know patients enjoy it because we get repeat participants," says Reno. She tells the story of one man, a frequent patient on the unit, who had attended the class on previous hospital visits. "The other day I noticed he was in the hospital again, so I stopped by to let him know we were having a class in a few minutes. He was taking a shower at the moment, so his wife said she didn't think he could make it. Well, no sooner had we begun than here he came. He said as soon as he heard about it, he jumped out of the shower and rushed down here!"

During each session from one to five cardiology patients participate, and Reno's goal is to expand the program to include the other patients on the floor. "There definitely are others who could benefit," she says. "And besides, the more people taking part, the more the spirit builds—and, of course, the more fun it is for everybody!"

Dawn Finch

87,000 Letters a Day– A Busy Mail Room

Imagine the UCSF campus without mail service and you have a scene from a horror movie. Suppose each day the U.S. Postal Service delivered its usual load of 87,000 letters to the loading dock behind Long Hospital and it just sat there. As the fire marshal tore his hair, the campus would be slowly buried under an avalanche of business correspondence, magazines, get-well cards and advertisements.

But UCSF's 38 mail service employees stand between us and disaster. Twice a day they sort and distribute all those letters and packages, plus the staggering 65,000 pieces of mail that originate here each day for on-campus delivery, and the 10,000 items generated here to be mailed outside. That volume makes the UCSF mail room the busiest in the UC system, and means that a UCSF mail processor handles about eight times more letters and packages than a U.S. Postal Service worker.

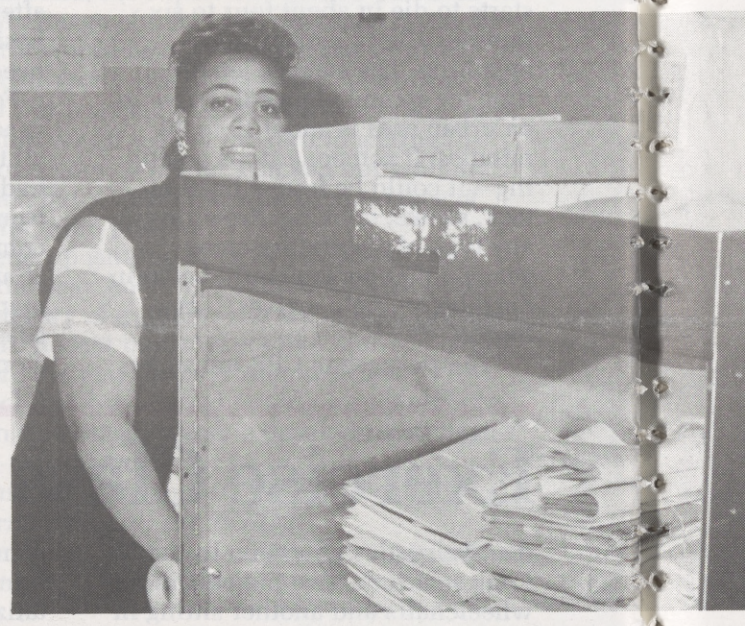
If you have ever received a letter on campus, chances are that someone in the mail room knows you by name, if not by face. "I'd say that together we can locate 85 percent of the people who get mail without needing to consult any reference," says David E. Adams, manager of the division of Mail and Addressing Services.

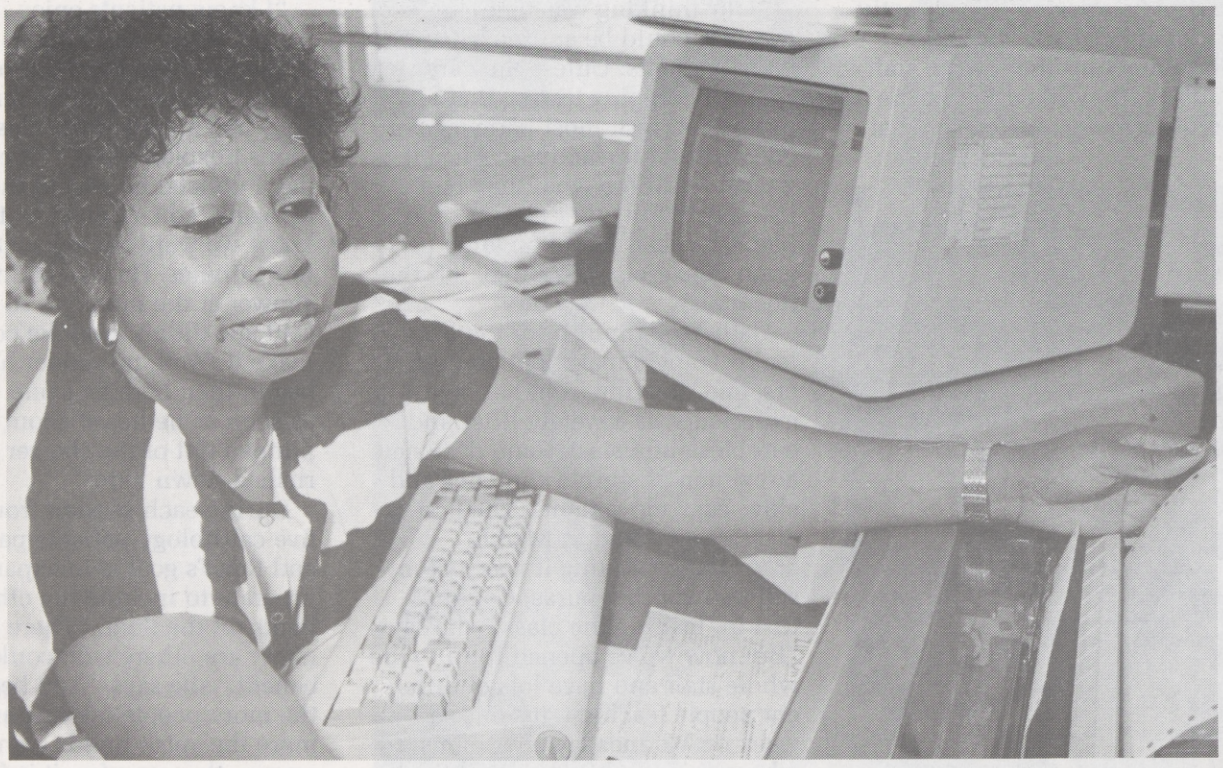
A man with a big, easy smile, Adams could have been on the receiving end of UCSF mail. At one time he thought he wanted to be a dentist and, with Army training, tried his hand at it during his tour of duty in Vietnam. "But everybody lost something in Vietnam, and I lost my love of dentistry," says Adams wryly. Instead, he decided he wanted to use his administrative skills. Eleven years ago he landed a part-time job as a mail processor at UCSF, a position funded through the now-defunct federal CETA program. He worked his way up into several supervisory jobs and has managed the division since May.

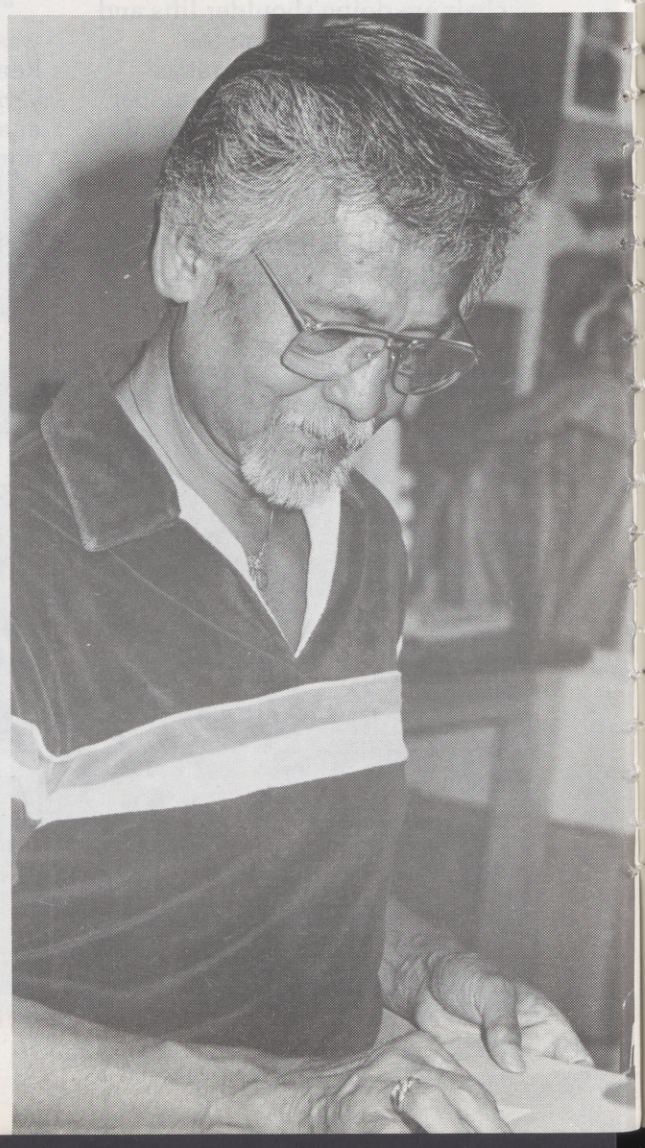
A typical day begins at 6:30 am when the U.S. Postal Service truck pulls up to the loading dock behind Long Hospital. The mail is unloaded onto carts and brought to the Incoming Processing and Delivery room in the basement of the Medical Sciences Building. There it is sorted, under the supervision of Mike Love, into 12 carrier routes and then sorted again according to mail stop—no easy task since there are some 265 mail stops on campus. It is not just your everyday letter that comes through the mail room, either. There are occasional boxes of frogs, crickets and reptiles headed for research labs.

Sorting is completed by about 9 am, and then the sorters become carriers, loading their mail onto carts and making the first of their two daily mail deliveries. As they make their rounds they pick up outgoing mail, which is then brought back down to the basement. The sorting process begins again, and a second delivery, mostly of campus mail, is made in the early afternoon. Mail is also delivered twice a day to SFGH, CED and UCSF-Laurel Heights, and is readied for pickup by the VA Medical Center and UC-Berkeley.

Outgoing mail is trucked to the dispatch center on Fourth Avenue behind the School of Dentistry, where postage is affixed by meters that hum five hours each day. At 4:30 pm, the U.S. mail truck pulls up and







Clockwise from top, this page: Marcus Lopez loads for delivery; supervisor Michael Love; Kim Vernon delivers to one of the campus' 265 mail stops; Shiro Nishiyama at the dispatch center; Ann Haugabook supervises the bookwork.

takes it all away. Work doesn't stop then, though. The incoming mail room recently added an evening shift of several workers who stay on the job until 9 pm to get a head start on sorting the next day's deliveries.

As for the 5.3 million newsletters, magazines, flyers and other items that are generated annually on campus for bulk mail delivery, they go to the division's bulk mail processing unit, also known as Addressing Services. Located at the Center for Educational Development (CED) on Folsom Street, it is under the supervision of Al Nodado and Terry Kingdom.

When a quick delivery is important, UCSF offers a range of expedited mail services, some of them available nowhere else in the UC system. The campus is the largest single user in San Francisco of the U.S. Postal Service's express mail system, sending out some 60 pieces each day. The mail room also offers the Federal Express Zap Mail service, and the Postal Service equivalent, Interpos, both of which can quickly transmit facsimile copies of documents by telecopier to destinations all over the world.

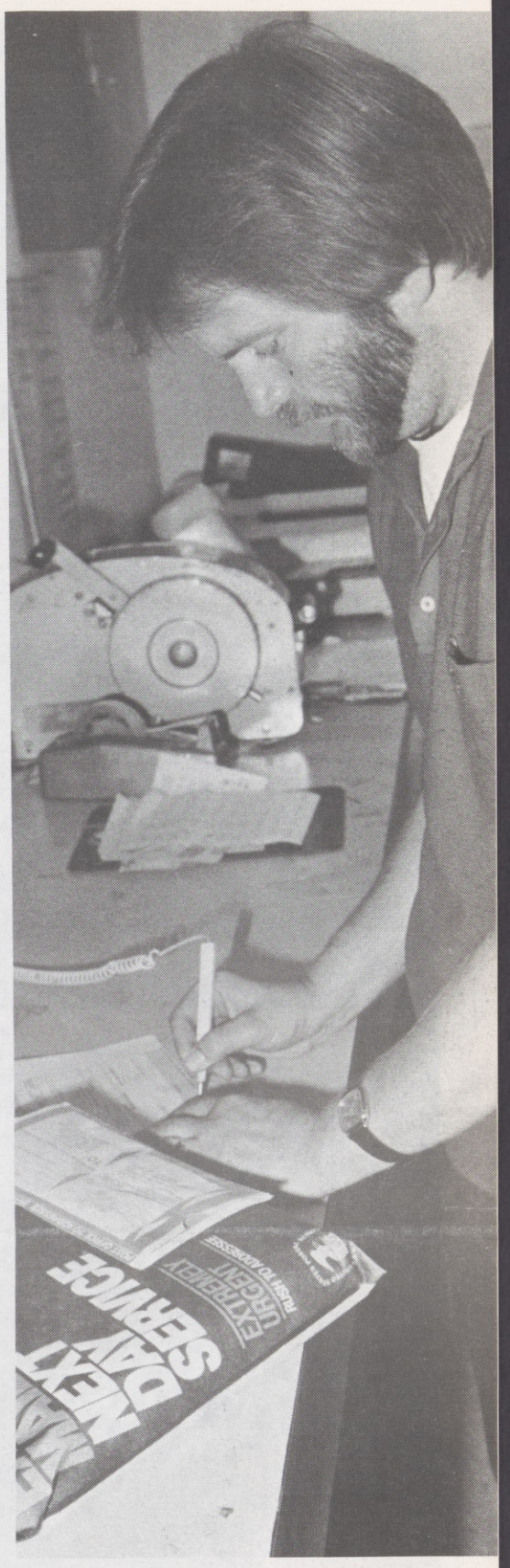
Because the UCSF campus is cramped for space, with departmental offices widely scattered, mail delivery is especially challenging. To make things run more smoothly, a system of box numbers for all campus mail destinations was instituted last year. Now a secretary in one room can process mail addressed to others, if the secretary's box number is listed on the envelope.

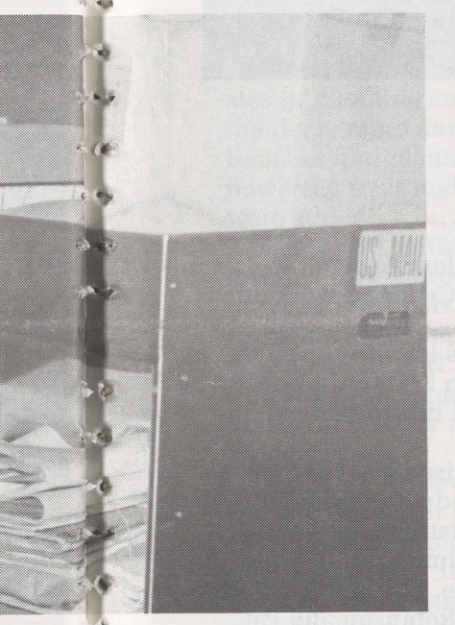
An envelope can come through with the sketchiest of addresses and still make it to its destination. If the incoming mail room is stumped, they can send the letter to the division's Administrative Services unit, located in Medical Research Building IV, near the dispatch center. Here it is checked on an updated campus locator system on microfiche. Patient mail often ends up here, too, from which it is directed to the proper room or forwarded to the patient's home. Administrative Services, which along with the dispatch center is supervised by Ann Haugabook, also takes care of recharging the various campus departments for postage.

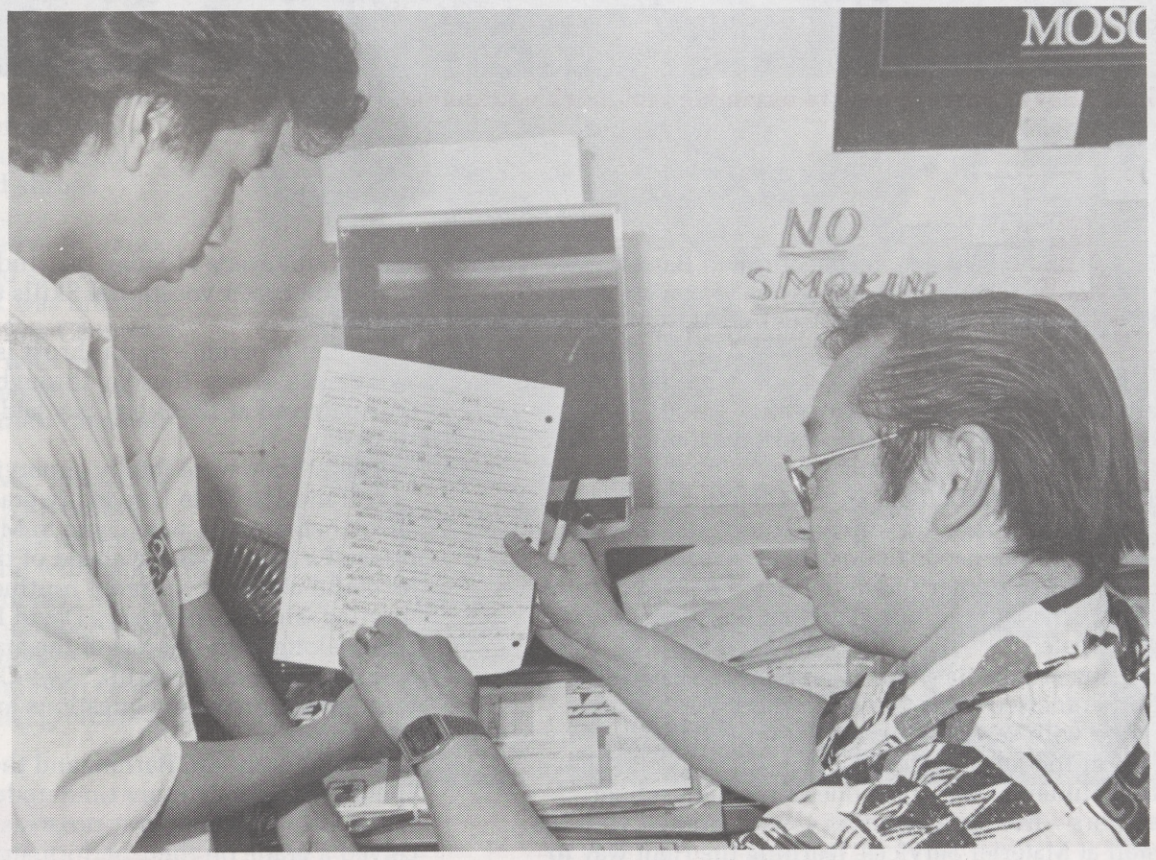
But incoming processing is the largest unit and perhaps the most visible part of the campus mail operation. Henry Yuen, one of several hearing-impaired employees in the mail room, has been on the job for 30 years. He is known to many on campus for his avid interest in stamp collecting. If he sees a stamp he wants on an incoming letter, you may find yourself the recipient of a penciled note from Yuen asking if he may have it. There are also several musicians on the mail room crew. Mark Lopez has his own pop/rock band, Men in Motion, which has performed on campus many times. George Luz plays bass guitar and sings with various groups. And Ted Jones goes in for percussion—the kind generated by the thunder of a bowling ball on a wooden alley. He's a bowler of high caliber with an average score of 180.

Mail processors tend to stick with the job—the average length of service is 12 years. Adams says that is because the work is upbeat. "People like getting mail, especially on payday. They see the mailman and think, 'Hey, here's somebody who might bring me some good news.'"

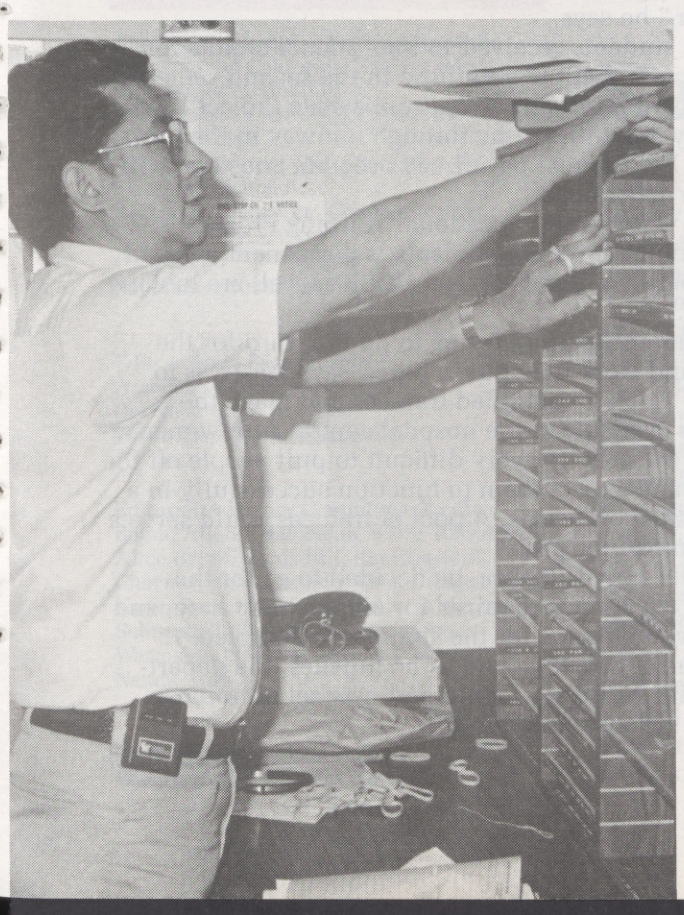
Leslie Lingaas







Clockwise from left, this page: Henry Yuen points out instructions; Richard Sayerwin at the front desk; Manager David Adams; Julio Cuevas sorts mail.



Caroline Bryant of Materiel Services shows David Barrera how to assemble and mark equipment.

Teenager Gets On-the-Job Training

A year ago, teenager David Barrera was going into his senior year with more than the usual qualms. He was a special education student at Mission High School, and he really didn't know what he would do afterward. Today, two months after graduation, he's optimistic about his future, and says that he's looking forward to landing a good job.

Barrera, a participant in the Community Vocational Training Program, has almost completed the year's experience he needs to qualify as a Technician I in the Medical Center's Materiel Services Department, and his new outlook is just what his sponsors anticipated.

They are the San Francisco Unified School District, San Francisco State University and UCSF, which—along with several other local employers—are providing on-the-job vocational training for special education students. Barrera is one of ten high school seniors—five each semester—who worked with the staff at Materiel Services, learning the right way to fold hospital linen, wash and sterilize contaminated equipment and assemble medical instruments for distribution to the patient care floors.

"Some of the equipment is highly sophisticated," says Materiel Services processing manager Bill West. "The way it's treated is very important, and David has a quality that is central down here. He really cares."

The department was willing to participate in the program for several reasons, West says. First, some of the UCSF volunteers assigned to Materiel Services in the past have been handicapped, but "when we found a niche for them, they turned out to be excellent workers."

Also, the environment is traditionally receptive. "Our people have a way of taking newcomers under their wing and helping them along," says West. "We've seen it happen with the volunteers, and we knew it would happen with the students as well."

Also, he likes the philosophy. In the past Materiel Services worked with programs that help people get jobs by teaching them the techniques of interviewing and resume writing. But the actual job skills weren't there, says West. "This was the first program we'd seen where the emphasis was on job training and the skills necessary to *keep* a job."

These, he says, include the basics of punctuality, dependability, grooming, self-image and social interaction, and every Monday the students met at the school district's Vocational Skills Center to work on just those.

But the program's main thrust is learning specific work tasks. Every Tuesday through Friday, the students arrived at 12:30 pm, clocked in and worked until 3:30.

At first they were totally supervised by Will Cole, a San Francisco State University graduate student in special education, who came to Materiel Services himself a couple weeks ahead of time to learn what he could about department routine. But in the actual training, shift surpervisors David Robinson and Pat Dean, along with the rest of the staff, were right there and "really backed me up," says Cole. "They were great about answering questions and offering assistance."

As time went on, Barrera and the other students spent increasingly more time under staff supervision, while Cole watched their progress. "They actually received a grade on their performance three times a semester," he says.

The students received 15 high school credits for their participation, and those in the second semester were paid minimum wage from a state Project Work Ability grant that came through midway in the program. But the real payoff, say program boosters, will be the experience.

The Community Vocational Training Program's commitment to their students is permanent, its staff members say, and people at UCSF as well are looking ahead.

"Something we're trying to do in return for the time and work they put in here," says West, "is to create a pool of qualified trainees and make the names available to the hospital central supply managers in the area. It's very difficult to pull people off the street and expect them to function successfully in a department like this. A pool of trainees could serve a very useful purpose."

As for David Barrera, he decided to go for the year's experience required for employment here, and he is volunteering for the summer to complete 12 months of training. And as he finishes, the department is gearing up for a brand-new set of trainees when school starts this fall.

Dawn Finch

Nat Garibaldi—Longtime Advocate of Campus Beautification

On Chauncey Leake Day, May 29, newly elected officers of the UCSF Retirees' Association paid a visit to the sunny, sheltered deck named for one of the association's members, Nat Garibaldi.

Garibaldi, a longtime advocate of campus beautification, was the director of the Physical Plant Department from 1969 until his retirement in 1984. A native San Franciscan and a graduate mechanical engineer, he began at UCSF in 1955 with the Office of Architects and Engineers.

Before 1981 the present deck, a place enjoyed by many members of the campus community, was nothing more than a tar and gravel third-floor rooftop between B and C wings of the old UC Hospital building. Since the roof was in need of repair, Garibaldi developed plans to cover part of it with a wooden deck and add a ramp to make it accessible from the fourth-floor walkway between the Schools of Dentistry and Nursing.

He found funds for the project in his department's operating budget and enlisted the help of his associates in planning and constructing the deck, ramp and railings. Benches and planter boxes of flowering trees and shrubs were added.

Garibaldi's initiative in transforming this wasted space into a pleasant mini-park was officially recognized on the first Chauncey Leake Day in 1981 with the dedication of a bronze plaque in his honor ordered by then Chancellor Francis Sooy.

Garibaldi, however, insists on sharing the credit with others. "The project would have been impossible without the willingness of the carpenters, gardeners and others who got the work done over a period of several months," he says. He adds that special help came from Robert Falcone, grounds and buildings superintendent, and from Bob Ercolini, carpenter foreman, and Doug Craig, building superintendent, both now retired.

Nat Garibaldi, whose father was a gardener, contributed in other ways to campus beautification. As physical plant director, besides upgrading such areas as the Faculty/Alumni House patio garden, he vigorously promoted the planting of hundreds of redwood seedlings in various areas of Mount Sutro behind the campus.

"It is now generally recognized that San Francisco's older wooded areas, such as parts of Golden Gate Park, the Presidio and Mount Sutro, can best be preserved as 'greenbelts' through proper forest management practices," he says. "Before 1969, there were only three redwood trees where our Aldea San Miguel student housing units were constructed. Besides the addition of many new California redwoods to the landscaped housing area, adjacent land has been greatly improved by the removal of dense underbrush, dead trees, and smaller, weaker eucalyptus, and the planting of new redwoods."

The forest improvement project begun by Garibaldi has continued under the direction of Physical Plant director Bob Hascall and Bob Falcone, and includes the pruning or removal of older and dying trees that might be hazardous to neighboring homeowners. Chancellor Emeritus Sooy and Chancellor Krevans and his staff continue to be especially strong supporters of this and other campus beautification efforts.

Claire Leeds Wray

On the deck named for him, Nat Garibaldi meets with (l-r) grounds and buildings superintendent Robert Falcone, Retirees' secretary Beverly Graham, vice president Gladys Henderson and treasurer Stan Bateman.

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Retirees' Association Becomes Official

The UCSF Retirees' Association officially joined the ranks of campus organizations at its 1986 annual meeting on May 29.

Following election of officers and approval of bylaws, Nat Garibaldi, representing the association's Planning Board, presented a check to Chancellor Krevans to pay for planting a tree on campus.

Elected president was Eric Owyang, retired Hospitals and Clinics chief pharmacist, who has chaired the Planning Board over the past several months. Others elected were Gladys Henderson, retired LVN, vice president; Beverly Graham, former secretary, School of Medicine Dean's Office, secretary; Stan Bateman, former contracts and grants officer, treasurer. Frances Larragueta, a spark-plug behind the new association and retired assistant dean of the School of Medicine, will continue as coordinator.

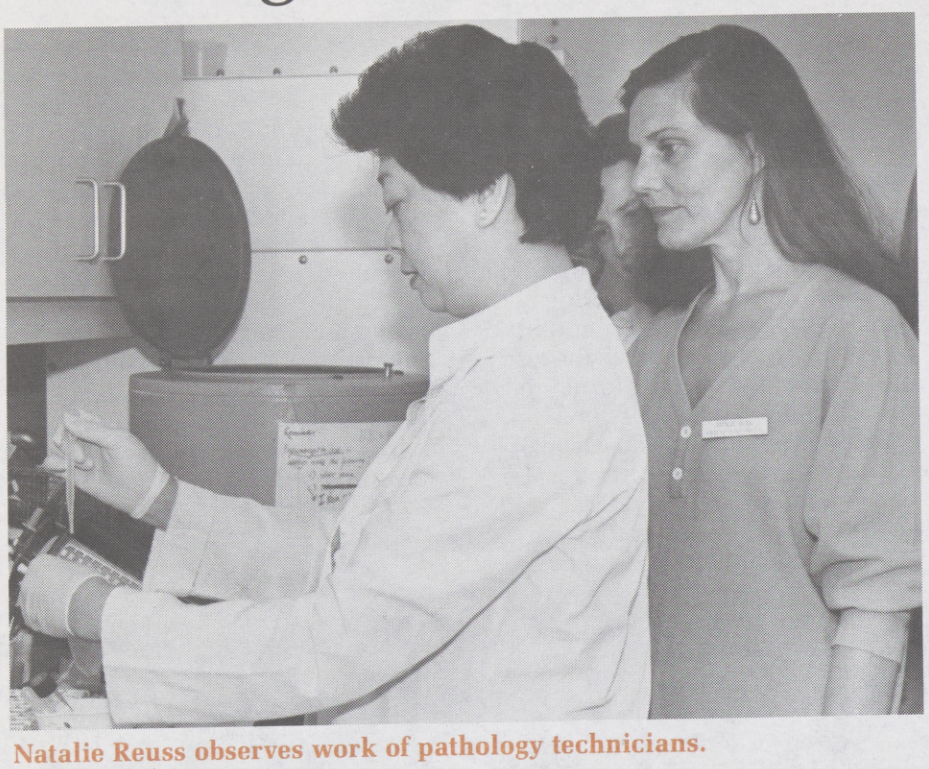
In addition to giving its members a continuing sense of affiliation with the campus, the Retirees' Association will promote such activities of interest to retirees as travel, part-time employment and volunteer opportunities. It will concern itself with legislation affecting retirees, and members will share the benefit of their own retirement experiences by working as an advisory group to the Personnel Department's preretirement counseling program.

Chairing various committees are Mary Lou Kemper, legislation; Jean Born, program; Anne Schmid, publicity; Eugene Sacks, retirement planning; Sadie Kaye, travel; Jeannette Wood, volunteers. Consultants are Susan Eveleth of Personnel, retirement planning; Robert Headly, UC Office of the President; and Faricita Wyatt, part-time employment.

Members-at-large of the Planning Board are Emil Barish, Ethel Black, Nat Garibaldi, Lois Grant, Elizabeth McDonald, Vera Pierucci, Elisa Scaparoni, Ann Thompson, Harriet Weller.

All UCSF retirees are welcome to attend meetings of the Planning Board, held on the fourth Wednesday of each month at 1 pm, in Faculty/Alumni House, 745 Parnassus Avenue.

Looking Behind the Scenes



Natalie Reuss observes work of pathology technicians.

Natalie Reuss spends a good part of her working day processing lab reports and communicating their status to patients in the ACC ob/gyn clinic, where she has been a principal clerk for the past year and a half. The analyses are done across the street in the hospital pathology lab, and Reuss, who works closely with technicians over the phone, has had a general grasp of what they did. But that was all, until recently.

"I had no real idea of how a specimen was processed," she says, "or why it took the amount of time it did. And sometimes patients are mystified."

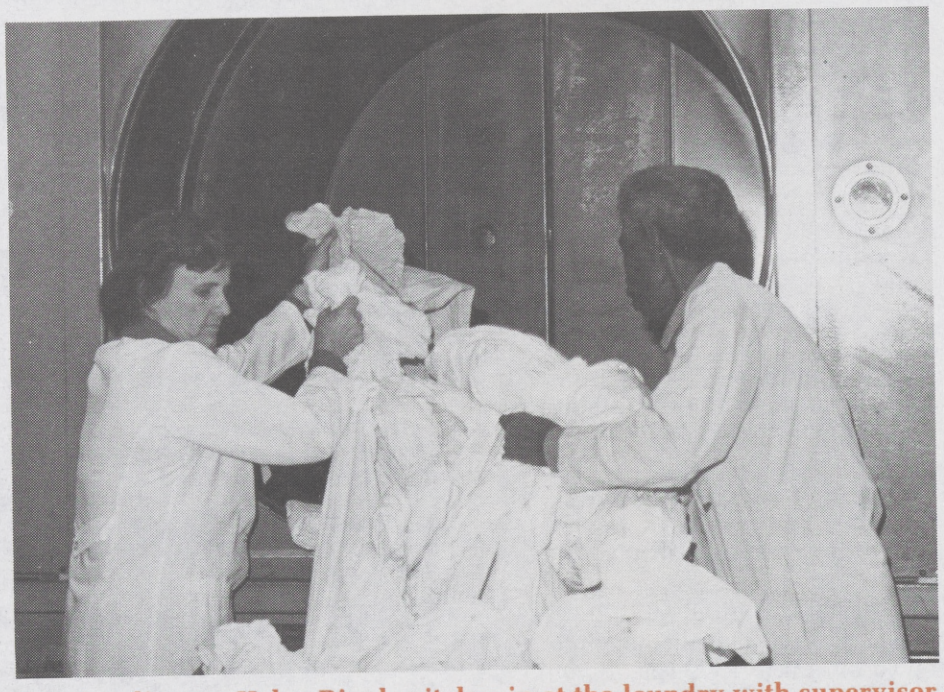
Reuss is one of approximately 150 UCSF employees who took time from their own jobs during National Hospitals Week in May to visit a Medical Center department of their choice and watch the work at closehand. The invitation, extended by Medical Center administration to give interested workers throughout campus a better understanding of the many aspects of behind-scenes patient care, was an extension of the successful "Spend a Day with a Nurse" program, initiated by administrative nurse Elaine McKenna and the nursing department three years ago.

The nursing department held its program the week before the Medical Center's, and 121 visitors from 34 campus departments had a first-hand look at nursing care.

The Medical Center's program presented a good opportunity for many to see people outside their departments at work. Nursing director Helen Ripple, for example, visited the laundry/linen service department. Anesthesia technician Tom McKibben attended administrative meetings with Medical Center associate director Dennis Brimhall. Environmental services supervisor Hardy White showed hospital accounting analyst Susan Semonoff how they keep the hospital floors clean and maintained.

For Reuss, who spent an hour with cytology technician Judy Luce, observing the steps of slide preparation and analysis in all their detail, it was time well invested. "Now that I have a better sense of the whole process," she says, "I can pass it on to the patients."

Also, her day in general is that much smoother and more pleasant. The technicians she works with day to day have become "real people, not just voices without faces. And if I have a question, I know who I can call."



Nursing director Helen Ripple pitches in at the laundry with supervisor Celestus Thorne.

Fast Trash and a Touch of Class

A team from the Chancellor's Office provided the glitter and class, but it was Millberry Union that bagged the annual Chauncey Leake Day relay race trophy on May 29.

This year's race — the "Recycle Relay" — was a new twist for the sixth annual celebration. In previous years, runners raced around campus carrying teammates on stretchers. This time, they raced to pick up litter at designated spots on the course. Instead of passing a baton — or stretcher — runners passed plastic garbage bags. This was safer and more in keeping with the spirit of Chauncey Leake, who was known to casually pick up litter on campus.

The teams, all with appropriate costumes, included "Fast Trash" of Hospital Information Systems, "Animals U.C." of nursing services, "White Trash" of the School of Pharmacy and "Supply on Demand — We Pick Up and Deliver" of materiel services.

The "Classy Trash Act"—Paula Schultz, Bill Neff, Thena Trygstad and Tom Gwyn.

But the Millberry Union "Bag Hags" — Dwayne Thomas, Michael Bellafrante, Paul Sposato and Gail Onishi, all looking like genuine downtown bag people who somehow made their way onto an N-Judah and found themselves at UCSF — were the fastest at picking up and moving their garbage. (They seemed more experienced than the other teams.)

The stunner, however, was the "Classy Trash Act" — Thena Trygstad, Paula Schultz, Tom Gwyn and Bill Neff representing the Chancellor's Office. They arrived at the Parnassus Avenue starting line — "fashionably" late — in a white limousine. The chauffeur rolled out a red carpet and opened the door to reveal the contestants. The women were dressed in evening gowns and the men in tuxedos. Their trashbags were deluxe, silver-lined, of course.

The limousine took them along part of the racecourse, but they still managed to have the slowest time. Perhaps it was their strollers' pace, or the champagne glasses weighing them down, that contributed to their last place finish. At the finish line in Saunders Court, where the other teams had already joined the rest of the celebrants for a picnic lunch, the "Classy Trash Act" drew the most laughs and applause.

The MU "Bag Hags"—clockwise from bottom left, Gail Onishi, Michael Bellafrante, Paul Sposato and Dwayne Thomas.

But the "Bag Hags" had the last chuckle. They walked off with the trophy, leftovers from the picnic and a prize of dinner for four at a local restaurant. Rumors, however, that china and silverware are missing from that restaurant are not true.

Andy Evangelista

Nurse Run a Lot of Fun

The annual UCSF Nurses Run — which drew 110 runners, 36 volunteers and scores of observers to Golden Gate Park, May 31 — was a celebration as well as a race.

"Each year the race grows in numbers, and the feelings of spirit and joy seem to grow exponentially," says Judy Harr, a UCSF nurse educator. "I have run many races and under many conditions, but I have never felt as though my participation counted so much.

"This is a race for seasoned runners, for beginners, for young and for old. But, mostly it is a race designed to honor the spirit and joy of nursing," she says.

The annual run began in 1982 as a social event for UCSF nurses, but this year it became a full-fledged race with a certified course, official timers, sponsors, raffle prizes and cash awards to division winners. The theme of the race was "Running Today for Your Tomorrow." The Medical Center's nursing department hopes the yearly event will become a major San Francisco race and a fund-raiser for nursing research.

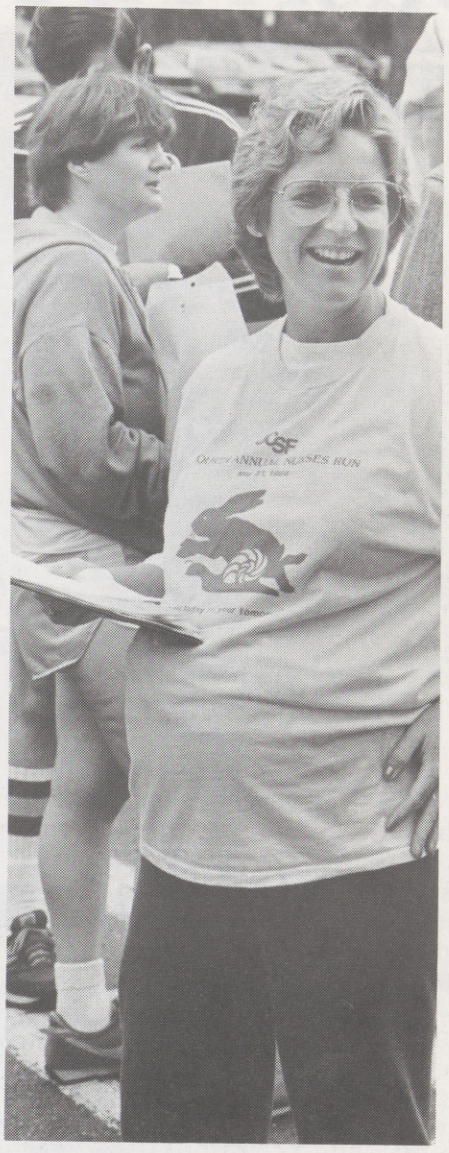
Although the race was now "serious and "official," the mood was festive even before nursing director Helen Ripple fired the starting gun. Race volunteers, stationed along the 5K and 10K courses, cheered and encouraged the runners. Afterward, all stuck around for refreshments and the raffle, which offered prizes ranging from restaurant dinners to running gear.

Much of the activity was coordinated by Nancy Dunn of the Pediatric Transport Service, who didn't race this year — she was eight months pregnant at the time — but seemed to do a lot of running around anyway. (On July 7, Dunn had a baby girl.)

Twenty-eight runners — mostly nurses — represented UCSF, and staff members from San Francisco General, Mount Zion and Letterman Hospitals also ran. The top UCSF finishers were Kei Matsumoto, of the intensive care nursery, in the 5K, and Michael Rosenthal, a secretary in orthopaedic surgery, in the 10K. Nicole Child, Pediatric Transport Service administrative assistant, won her 5K division.

Nicole Child, Carroll Child of the drug studies unit, ICN administrative nurse Helen Archer-Duste and Judy Harr formed UCSF's 5K team — "Code Three." Nursing administrative assistant Elaine Shanahan, clinical nurse specialist Brigid Doyle, pediatrics administrative nurse Inez Wieging and nursing administration's Rae Sund were the 10K team — "The Nightingales."

Runners wait for the starting gun.



Nancy Dunn coordinated activities.

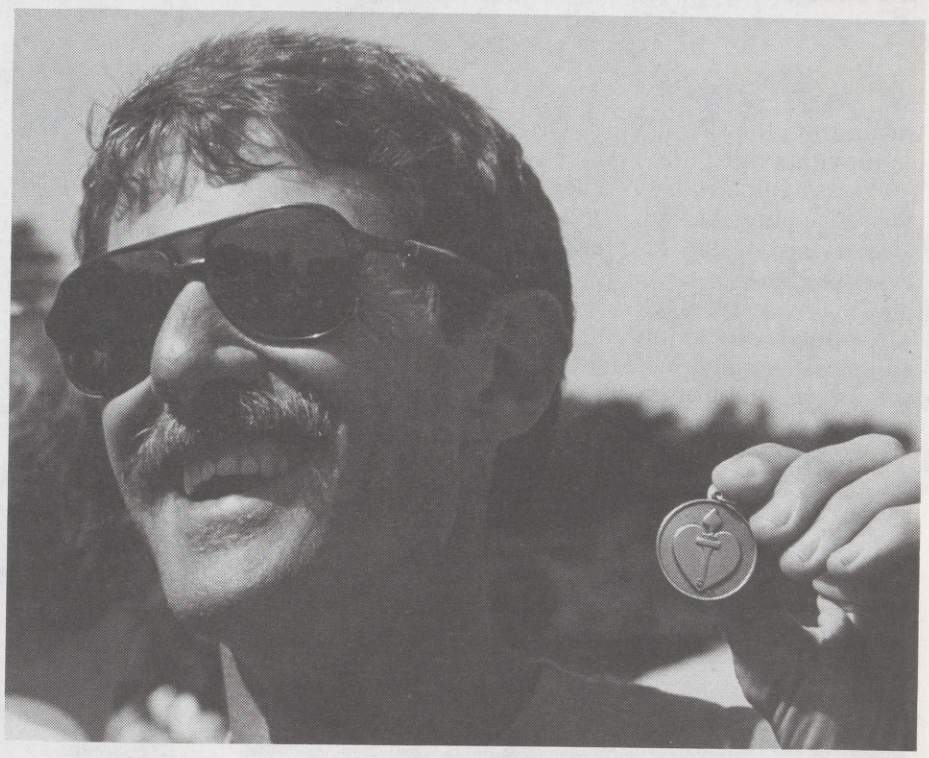
Fast UCSF Team Comes Up a Winner

When Brigid Doyle assembled a UCSF team for the American Heart Association May Day run, she came up with a winner.

Among 13 Bay Area hospital teams, UCSF's was the largest (38 members), the most spirited and the fastest. UCSF walked — well, ran — away with the Hospital Challenge Cup, presented to the team whose top 10 runners had the fastest average time in the 10K event. UCSF's average of 38:56 easily topped defending champion Kaiser-Oakland, which finished second.

In addition to taking the team competition, UCSF had three individual 10K winners. Jeff Wall, a clinical labs specialist, Hilary Naylor, a senior programmer at LPPI, and Gail Rodd, a staff research associate in the Metabolic Research Unit, were the fastest in their age/sex groups. Suzanne Williams, an analyst for hospital information systems, won in her 5K category.

Elaine Shanahan, Mary Schreiber, Cindy Barton and Terri Markiewicz cheer the finishers.



Winner Jeff Wall shows his medal.

The following, in order of finish, rounded out UCSF's 10K top 10: Jeff Wall; John Danforth, UCSF cardiologist; Hilary Naylor; Jimmy Choy, staff research associate; Tony McDonagh, research chemist; Roger Cheitlin, medical student; Nathan Lee, of clinical laboratories; Tony Leong, hospital information systems programmer; Gail Rodd; and Judith Savatieff, of physical therapy.

Brigid Doyle, a clinical nurse specialist, recruited many of them and the other 28 runners for a unified UCSF effort. She had called the Millberry Union Recreation Department and others to get the campus "Who's Who" of runners, and she contacted as many as possible to reverse UCSF's dismal showing of the previous year. The results were a good time for all, the thrill of victory and a possible return next year to defend the title.

Affirmative Action Director

(Continued from page 1)

"maintained the heart and soul of affirmative action," says Lopez.

The Supreme Court has rejected the most serious challenges to affirmative action, he says. "Affirmative action is very much alive and well."

Lopez comes to a campus which in general shows good numbers. Over 41 percent of the campus staff are minorities and 68 percent are women, according to the latest figures. As of last fall, 30 percent of the student body were minorities, and half were women. The campus also has been consistently meeting its goal in hiring and using minority and women contractors.

In other areas, improvement is needed, Lopez acknowledges. "For example, in hiring of Hispanics for administrative positions, improvements are being pursued."

On the academic side, UCSF has over 15 percent minorities — but only 1.4 percent black and 2.4 percent Hispanic — and 28 percent women on the faculty. Like most major universities, the campus suffers from the problem of recruiting minority faculty. "In general, the share of the PhD pie [for minorities] is small. In the health sciences, it gets even smaller," says Lopez. Getting minority members, who also would be mentors and role models for minority students, to enter academia is crucial, he says. Lopez already has been approached by deans seeking his assistance, and this tells him that they are concerned and this issue is a priority.

Analyzing the campus' affirmative action statistics will be among his initial projects. Numbers don't always tell the story, he says, and his statistical analysis background from graduate work at LSU will help him look at reasons behind the figures and how to improve them. Lopez realizes that he will be judged by the numbers he helps put on the board. And "that's the way it should be," he says.

His task now is learning the campus, and he is meeting with administrators as well as employee groups to hear their concerns and let them know he is available for advice and problem solving.

This is good news to many. The Affirmative Action Office in recent years has suffered from a lack of visibility, and the campus' nearly yearlong search and selection process — which included administrators, students and representatives of employee and minority groups — sought a coordinator who would be outgoing and accessible.

"The Chancellor and those who interviewed me made it quite clear that they want a visible Affirmative Action Office," Lopez says. "I welcome that. It's not my nature to be invisible."

In coming months, many campus eyes will be on him.

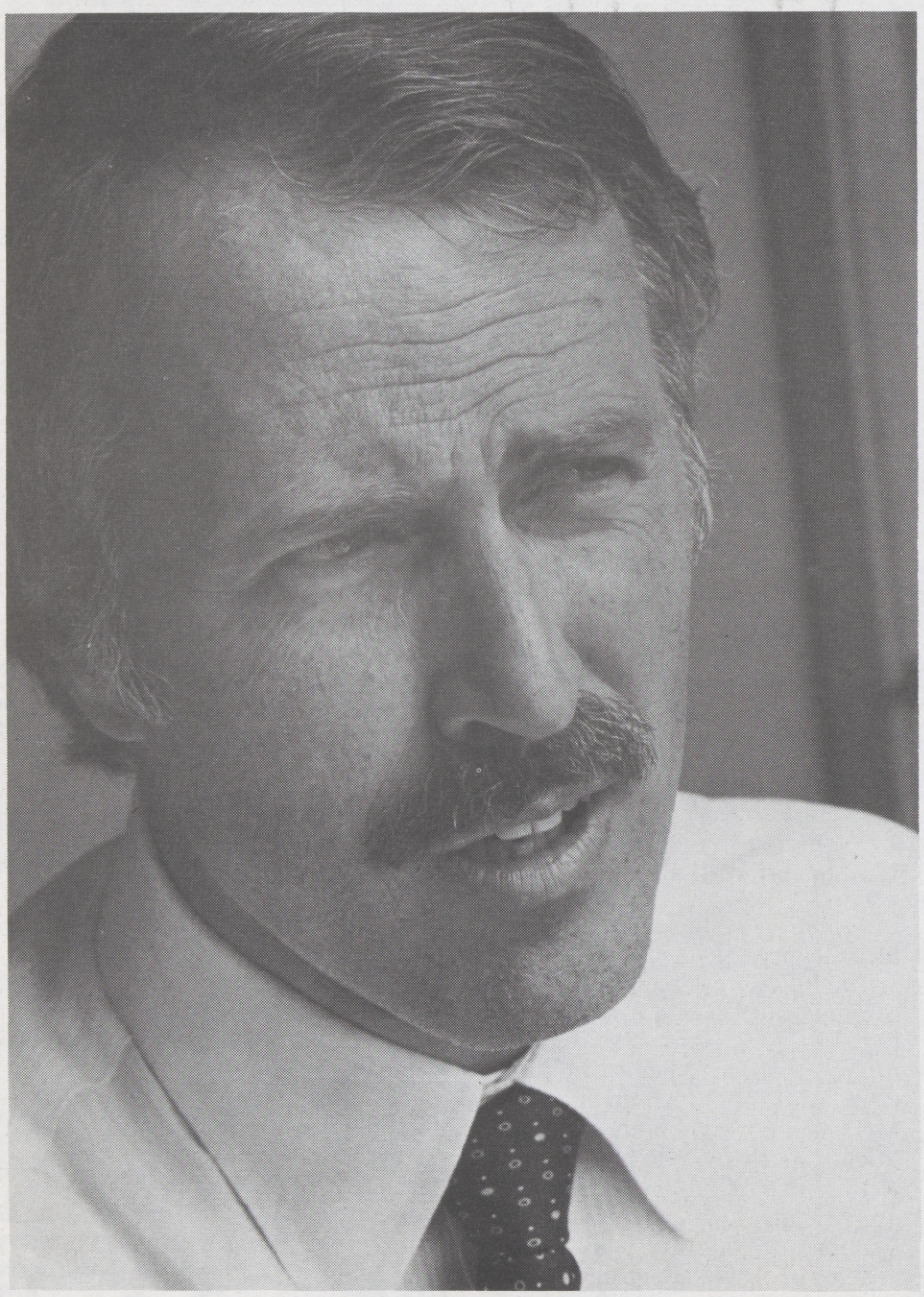
Andy Evangelista

A New Benefit–Financial Planning

With the appointment of John K. Beeson, Certified Financial Planner, UCSF recently became the first campus in the UC system to initiate a financial counseling service for staff employees and faculty.

Beeson comes to UCSF from Dean Witter Reynolds, Inc., in San Francisco. As assistant vice president and senior consultant in the retirement planning division, he was responsible for training account executives and advising their clients throughout the country on the rules and regulations of retirement investment plans.

Temporarily headquartered on the first floor of Millberry Union, with the title of director of financial planning and benefits, he will be adding a new dimension to the ongoing services of the benefits section, headed by Mary Kahn.



John K. Beeson, new director of financial planning and benefits.

Beeson says his goal will be to offer independent and objective suggestions on how to plan for financial security. "What we *won't* be doing," he adds, "is to make recommendations on specific investment products."

The newly created service will get under way gradually, beginning with a series of informational presentations. A special computer software program is being set up so that individual counseling can be made available. When that has been accomplished, expected by early fall, Beeson will be able to offer personalized advice.

For a personal financial analysis, you will be asked to provide information regarding: (1) your assets—such as current income, money in bank accounts, certificates of deposit, stocks and bonds, retirement plans and insurance, including University health, life and disability benefits, real estate, personal property, etc.; (2) your liabilities—or money owed to others, including charge accounts, mortgages and other debts, taxes, and expenses; and (3) your net worth—the difference between number one and number two.

In addition to this balance sheet, your financial goals must be indicated (such as money for a down payment on a house, a child's education, travel, or a comfortable retirement, for example). And, depending on your age, whether you want to put your money where it will grow on a long-term basis, or whether you find it more important to preserve your capital.

Once it has been fed into the computer, this financial profile can generate information on how well your objectives are being achieved and what can be done to improve the overall situation. Beeson emphasizes that all this information will be held strictly confidential.

He adds that there will be an ongoing series of seminars introducing people to the basics of financial planning. "Most will find it very helpful to attend these seminars as a first step in developing a personal financial plan."

Retirement planning will receive high priority. He advises: "To keep pace with inflation and maintain the life-style you're used to after retirement, it's essential to begin planning early. The crucial element is time. When you have 20 years to go before retirement, you have a great advantage when you put your savings to work in investments with growth potential. With only 10 years to go, your advantage narrows considerably.

"Don't wait until you are 55 or 60 to plan for retirement. You should start planning around age 35. Estimate how much you've accumulated in University retirement, Social Security credits and other pensions—this information is readily available. Review your plan annually and make appropriate changes."

John Beeson received his Certificate in Financial Planning from the College for Financial Planning in Denver, Colorado. He continued studies in business administration at the University of Hawaii, Honolulu, and graduated from the School of Business Administration at Principia College, Illinois.

In addition to his recent position at Dean Witter Reynolds, he has been employed by Merrill Lynch Pierce Fenner and Smith, Bank of America, and International Diamond Corp., working in the areas of financial planning, management counseling, sales and marketing.

If you have questions about the new counseling service, call 476-9222.

Claire Leeds Wray